

☐ Current    ☒ Proposed

<b>Classification Title</b> Staff Services Manager III	<b>Division/Unit</b> CSPS Project
<b>Working Title</b> CSPS Program Transformation Manager	<b>IT Domain</b> (if applicable)
<b>Position Number</b> 363-210-4802-XXX	<b>Effective Date</b>
<b>Name</b>	<b>Date Prepared</b> July 1, 2022

## CalHR Mission and Vision

The California Department of Human Resources (CalHR) is responsible for issues related to employee salaries and benefits, job classifications, civil rights, training, exams, recruitment and retention. For most employees, many of these matters are determined through the collective bargaining process managed by CalHR.

**Our Vision:** To be the premier leader and trusted partner in innovative human resources management.

**Our Mission:** To provide exceptional human resources leadership and services with integrity, respect and accountability to state departments and all current and prospective employees.

## General Statement

Under the general direction of CalHR's California State Payroll System (CSPS) Project Director (CEA B), the incumbent serves as CalHR's CSPS Program Transformation Manager. The CSPS project will modernize the human resource management and payroll system used by 285,000+ state government employees in order to provide accurate and timely personnel services and payroll. The incumbent coordinates the work of subordinate staff and ensures that the new CSPS system appropriately applies requirements set by laws, regulations, and bargaining agreements, and that the CSPS effectively supports the administration of statewide human resources, employee benefits, and labor relations programs, business policies, practices, and processes. The incumbent is responsible for representing CalHR's interests, maintaining project scope and identifying transformational opportunities, recommending strategy, and providing leadership. The incumbent drives timelines and acquires and manages resources to ensure the timely and accurate completion of project transformational activities. Duties include, but are not limited to, the following:

## Job Functions

[Essential (E) / Marginal (M) Functions]:

Percentage (%)	(E) or (M)	Job Duties
45%	(E)	Business Program Transformation  Oversee the day to day activities of CalHR's CSPS Project team to support the achievement of the CSPS Project goals and objectives. Work with all CalHR divisions to ensure that the new CSPS system appropriately applies requirements set by laws, regulations, and

Percentage (%)	(E) or (M)	Job Duties
		<p>bargaining agreements, and that the CSPA effectively supports the administration of statewide human resources. Lead, develop, plan, and integrate operational changes impacting human resources management, including working with appropriate stakeholders to identify necessary business and system needs. Identify operational efficiencies, conduct research, and provide recommendations to ensure the CSPA processes are lean.</p> <p>Assist with the development and or changes to the project scope. Recommend, develop and implement policies to conform and comply with state human resources laws and regulations. Engage with program staff with a working knowledge of CSPA programs to facilitate early detection of system gaps to ensure complete processing of specific CSPA workloads.</p> <p>Ensure that the business policies, goals and objectives are met and program improvements are in line with CalHR's vision, mission, and strategic goals. Anticipate future program needs and participate in the Department's overall business strategic planning process. Identify opportunities for expanding human resources and personnel management services to customers and make recommendations on operational changes that increase efficiencies and fully utilize modern technology solutions and enhancements. Provide program management and oversight to the CSPA Project using program knowledge and expertise to identify, map, plan, and integrate business changes impacting human resources management, including working with appropriate stakeholders to identify necessary business and systems enhancements. Identify and document project scope, business objectives, success criteria, assumptions, constraints, and dependencies.</p> <p>Sets priorities amongst various business programs where potential competing goals or business objectives occur. Work with the Project Director to identify and resolve conflicts involving program needs, priorities and goals to ensure the most effective and expeditious resolution of concerns impacting the project. Negotiates with project sponsors and participants to ensure outcomes are in accordance with project objectives.</p> <p>In partnership with all CalHR divisions and business programs, plan, develop, and execute a comprehensive organizational change management and training strategy including internal and external business change partners throughout all state departments that will be directly or indirectly impacted by the many and varied changes being implemented during the project.</p>
25%	(E)	<p><b>Project Management</b></p> <p>Work in close coordination with the SCO's Project Manager to develop project plans and synchronize project activities between the SCO and CalHR. In close coordination with CalHR's Project Director, manage and coordinate CalHR's project resources and project management activities throughout the Project Approval Lifecycle (PAL) and System Development Life-Cycle (SDLC). Oversee project budget development and management, and participates in project Budget Change Proposal (BCP) creation. Assist with development of project policy and strategic</p>

<b>Percentage (%)</b>	<b>(E) or (M)</b>	<b>Job Duties</b>
		<p>project plans; establish project goals and conduct long range project planning.</p> <p>Develop project management tools, methodologies and standards to manage CalHR's efforts for the CSPA project. Ensure CalHR's project activities are completed within the scope, budget, and timeline. Provide expert guidance and input into development of project plans and tracking systems to monitor projects effectiveness and progress; identify and review business processes, risks, and recommend mitigation plans. Determine necessary project activities; Identify project team roles and responsibilities; facilitate project status update meetings, mitigate project risks, and implement strategies. Identifies required resources and obtains agreement on stakeholder commitments. Provides leadership, management and direction to state and contractor teams to ensure project objectives are accomplished.</p> <p>Work closely with control agencies to comply with state requirements and administrative policies in support of the project, including: Government Operations Agency (GovOps), Department of Finance (DOF), and California Department of Technology (CDT). Leads and assists with various project reports for control agencies and the legislature. Represents CalHR and the CSPA project team in various forums with state stakeholders and the public.</p>
<b>15%</b>	<b>(E)</b>	<p><b>Contract Management</b></p> <p>Oversees the development of project contract procurement/solicitation artifacts. Ensures adherence to state and departmental guidelines for contract acquisition and management. Manages one or more contracts for services or goods and ensures quality products and services are delivered in compliance with contractual terms and obligations. Defines project deliverables, deliverable content, deliverable development and acceptance activities, and deliverable roles and responsibilities. Reviews deliverables for accuracy, consistency, and completeness against established standards.</p>
<b>10%</b>	<b>(E)</b>	<p><b>Leadership</b></p> <p>Provide supervision to direct reports including establishing performance expectations, making informed and defensible personnel management decisions, and facilitating effective communication with staff. Support efforts to promote diversity, equity, and inclusion within the CSPA project team. Effectively contribute to the Department's equal employment opportunity objectives to create and maintain a fair and equitable work environment. Promote and foster a work culture that is conducive to employee engagement, productivity, and professional development.</p>
<b>5%</b>	<b>(M)</b>	<p><b>Marginal Functions</b></p> <p>Participate in recruitment efforts throughout the Department. Participate in special projects and assignments as needed.</p>

## Supervision Received

The CSPA Program Transformation Manager reports directly to and receives the majority of assignments from the CSPA Project Director (CEA B).

## **Supervision Exercised**

The CSPA Program Transformation Manager directly supervises Staff Services Manager II and administrative staff, and provides oversight to multiple long-term contract personnel. Staff allocations are subject to change over time as the CSPA project workforce grows in line with projections.

## **Special Requirements / Desirable Qualifications**

This position must file a Form 700, Statement of Economic Interests, as the position makes or participates in making governmental decisions regarding all facets of the CSPA project.

Desirable Qualifications:

Demonstrated knowledge of state policies, rules and standards relative to benefits administration, human resources, and labor relations practices within California state government;

Experience recommending, developing and implementing policies and procedures, and taking effective action;

Experience facilitating collaboration to achieve mutual goals and meet the organizations' and external stakeholders' strategic goals and objectives across various stakeholder groups who have different, sometimes conflicting, priorities;

Experience building internal and external collaborative relationships, fostering a team environment, and exhibiting emotional intelligence to efficiently achieve measurable and customer driven results consistent with CalHRs mission, goals and objectives;

Actively practice fair behavior that is free from implicit bias in dealing with all parties;

Experience mitigating risks to the completion and implementation of complex, highly visible projects, including the ability to strategically evaluate solutions and make sound recommendations;

Managerial experience that demonstrates the ability to successfully apply organizational leadership, communicate clearly, facilitate decision-making, promote team work, and define and achieve success; and

Ability to gain the confidence and support of executive leadership and provide effective advice on regulatory and administrative matters and policies.

## **Working Conditions**

The duties of this position are performed indoors. The employee's workstation is located at 1515 "S" Street building and is equipped with standard or ergonomic office equipment, as appropriate. Travel may be required to attend meetings or training classes. The incumbent may work remotely at the discretion and agreement of the CSPA Project Director.

## **Attendance**

Must maintain regular and acceptable attendance at such level as is determined at the Department's sole discretion. Must be regularly available and willing to work the hours the Department determines are necessary or desirable to meet its business needs.

**I have read and understand the duties listed above and I can perform these duties with or without reasonable accommodation.** \* (If you believe reasonable accommodation is necessary, discuss your concerns with the hiring supervisor. If unsure of a need for reasonable accommodation, inform the hiring supervisor, who will discuss your concerns with the RA Coordinator.)

\*A Reasonable accommodation is any modification or adjustment made to a job, work environment, or employment practice or process that enables an individual with a disability or medical condition to perform the essential functions of their job or to enjoy an equal employment opportunity.

Duties of this position are subject to change and may be revised as needed or required.

<b>Employee Signature</b>	<b>Employee Printed Name</b>	<b>Date</b>
---------------------------	------------------------------	-------------

I have discussed the duties of this position with and have provided a copy of this duty statement to the employee named above.

<b>Supervisor Signature</b>	<b>Supervisor Printed Name</b>	<b>Date</b>
-----------------------------	--------------------------------	-------------